

9 April 1976

MEMORANDUM FOR: Administrative Officer/DCI

FROM: George L. Cary
Legislative Counsel

SUBJECT: Additional Personnel -- OLC

1. I have resisted--perhaps too long--expressing a judgment that the Office of Legislative Counsel needs to expand its staff in order to meet the unbelievable workload and pressure that has been placed on our existing personnel in recent months. As you know, last March I requested and obtained approval for the addition of one professional and one clerical slot to our T/O. I have long held the view that I would rather work a lean staff hard than to have additional people who would create problems rather than to solve them. The time has come, however, to strike a reasonable balance.

2. About a month ago, I made major changes in the method of operation of our staff. The increase in requirements from the Hill, both from Committees and Members, the increased amount of legislation which has an impact on the Agency and other developments resulting from the recent investigations by the House and Senate Select Committees made it clear we could no longer operate as a small staff of generalists, but we would have to make specific Committee, substantive and organizational assignments of responsibility. I am attaching, for your information, a copy of my memorandum of 8 March 1976 which put this system into effect. As I indicated in that memorandum, it might be necessary to make adjustments after we had gained some experience on the basis of initial assignments. It has developed that some of our attorneys have greater loads than they can reasonably be expected to carry. In fact, this is an office-wide situation with the impact being felt harder in certain spots than in others. [] and I have been putting in 12 to 13 hour days as a regular practice and in many instances 6 days a week. Our secretaries have similarly been overworked to the breaking point. I think a review of overtime records will certainly bear this out.

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3. It is my judgment that the increased responsibilities which we have, and which we contemplate, require that we take on additional clerical and professional staff in order to perform the job the Director has a right to expect of us. I am requesting, therefore, the assignment of two professional slots--one GS-15 level and one GS-13 level. I believe these positions can be additional, identical positions to those already on our T/O.

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4. As you know, [] is currently being considered for the position of Executive Assistant, a function which we sorely need to assist [] and me in running the Office and keeping track of work assignments, completions and all the other functions that are essential to smooth office management. It will therefore be necessary to either add a new Executive Assistant position to our T/O or upgrade and reclassify [] current position. Since the secretarial duties of her present position will have to be carried out by someone else, it would seem to me that her present position should be retained and the new Executive Assistant position be added. To accommodate the two new professional positions and to provide clerical assistance for others who will be assigned to this Office (which I will discuss later), it is requested that three additional clerical positions, at GS-7 level, be added. These can also be additional, identical positions to the GS-7 positions we now have. STAT

5. I mentioned above the assignment of other personnel to this Office. As I believe you know, we suggested, and the Office of Training approved, an arrangement whereby Agency participants in the Congressional Intern Program would, upon completion of that Program, be assigned a tour in OLC so that the Agency could profit from their experience and contacts on the Hill and they might find some logical job transition following such an assignment. We will also take on at least one summer intern, [] The assignment of these individuals, plus some reasonable latitude to accommodate leave, sickness, etc., are the reasons for requesting the additional clerical positions. STAT

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6. Finally, pursuant to instructions issued by Mr. Colby some months ago, the residual functions and some residual personnel of the Review Staff are to be assimilated by this Office. I have discussed this with [] and it is my judgment that in addition to retaining [] services on a contract basis as necessary, the maintenance of the Review Staff Registry will require the retention of at least two Review Staff personnel. I expect that they will be [] and a Registry clerk. It is my intention to integrate the Review Staff Registry with current OLC Registry but to maintain Review Staff files in their present state. I would expect this changeover to occur sometime this Summer.

7. As you know, we have attempted to carry out a project for transcribing onto Rapid Search Machine mats the Director's congressional testimony and other pertinent data, utilizing the services of part-time contract personnel. This approach has been hampered by the constant reassignment or departure of these people and other complications seemingly peculiar to contract personnel. Since it is my understanding that ceiling has to be provided for these people, we might just as well face facts and establish those slots as permanent staff positions as existing contract employees depart.

8. It is obvious that the addition of the personnel I have described above will require the allocation of additional space. It is my deep hope that space contiguous to that which we now occupy can be allocated to this Office when the IC Staff moves to new quarters.

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I would also like to move to the 7th Floor the OLC staff who are now quartered in the C Wing of the 6th Floor. In this connection, I should add that more than ever before I find that close proximity to the Director's office is essential, not only as a matter of convenience, but as a matter of expeditiously serving the Director's requirements and having space available, outside the Director's immediate office, for receiving Members of Congress and congressional staff members.



George L. Cary
Legislative Counsel

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Attachment

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Office of Legislative Counsel Memorandum No. 76-1

SUBJECT: OLC Professional Assignments

1. Effective today, I am instituting a new system for the allocation of workload and responsibilities among the professional members of the OLC staff. I have been concerned for some time that, with our growing workload and increased responsibilities, we cannot all be generalists as we have in the past and we cannot work on the basis of ad hoc assignment of our duties. For this reason, I have made specific assignments of responsibility for members of the OLC professional staff with various committees of the Congress, on various specific subject matter areas (hopefully consistent with the assignment of the contacts with the Committees of the Congress), and designation of focal point officers for OLC with the various organizational elements of the Agency (which hopefully will also be consistent with the assignment of Committee responsibilities and subject matter areas). Joan will direct incoming paperwork in accordance with these assignments and maintain a suspense list on all action items.

2. I have discussed these assignments with each member of the OLC professional staff and I think each one has a good understanding of what is expected of him. In these conversations I have tried to make clear, and I want to stress again, two points:

a. I reserve to [] and myself the principal duty as acting as the Director's personal representative with the Congress. This means that whenever the Director goes up on the Hill, either I or [] will accompany him. I consider this to be a personal responsibility of the head of the Office or, in the event of his prior commitment, his absence, or his determination otherwise, that the Deputy will go in his stead. In the event a specialist from OLC is needed in a particular hearing, I have no reservation about having that specialist accompany the Director and myself and such other Agency witnesses as may be required.

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b. Secondly, while I have attempted to designate specific areas of responsibility within the Office, and hope to follow these to the extent practicable, these assignments are not cast in concrete (that is some changes may be made when we have had an opportunity to see how the workload effectiveness, etc., works out), and when circumstances require, we will designate more than one man to work with one committee. (It may be that in the case of an all-out crisis every member of OLC will be working on one particular problem that relates to an area of primary responsibility of one of the professional staff.)

3. I want it particularly understood that there is to be mutual cooperation between members of the staff in carrying out their various responsibilities. I expect an overall team effort and no tendency to duck an assignment on the basis of "that isn't my responsibility." If you become aware of a problem in another man's area of responsibility, I expect you to call it to his attention and, if he needs help, to cooperate with him, keeping [] or myself informed of what you are doing in this regard.

4. As I have also indicated in my personal conversations, I anticipate that the staff member who is responsible for contact with a particular committee will keep the man in the Office who is primarily responsible for legislation in that area informed of any legislation which is developing in the focal point officer's area of responsibility. Our legislation men can then anticipate, to the maximum extent possible, problems such as legislative amendments, etc., which may be coming up. When a piece of legislation becomes active in subcommittee and committee and on the floor, I expect the focal point officer to be working hand in hand with the man responsible for that legislation. They then become a team, combining their talents and their efforts and thereby concentrating more manpower on a problem when it is in the crucial stages.

5. If you have any problems with the implementation of this system, I urge you to raise them with [] or myself so that we can make whatever adjustments may be necessary. I firmly believe that a system such as we are implementing in the attached

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list of responsibilities will facilitate our operation, will make us more effective, will make each man knowledgeable of what is expected from him and will be of assistance to the Agency and to the Director.

6. In the near future I expect to make some adjustments in secretarial responsibilities and assignments. However, as I have done in the case of the professional staff members, I propose that Joan and/or I will discuss these assignments with the individuals concerned in advance so that they will know what is expected of them and they will have an opportunity to give us the benefit of any thoughts they might have. This does not mean that everybody necessarily will be completely happy with these assignments, but to the extent possible I expect that that will follow from a proper and equitable allocation of workload and work assignments.

7. It is my intention to make an adjustment in our space situation as soon as it is feasible. Thus far it has not been practical to move our legislation men out of the 7th floor. We will effect those changes as soon as space, personnel and other factors make it feasible. My ultimate goal, of course, would be to have all OLC personnel on the 7th floor in space that is contiguous, but I am not at all certain this is possible.

8. Perhaps I should note here that obviously not all committees of the Congress have been covered in the professional work assignments. We have attempted to take into consideration that requests and contacts with other committees such as Agriculture, Commerce, Ways and Means, etc., by having other persons, including on occasion our legislation men, take on these (hopefully one-shot) assignments.

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GEORGE L. CARY
Legislative Counsel

cc:

Each Staff Member

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Focal Point Officer Assignments

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<u>COMMITTEES</u>	<u>SUBSTANCE</u>	<u>AGENCY</u>
Oversight Chairmen	Review and release	DCI, DDCI and senior officers
Appropriations Budget CBO	Budget and appropriations, community matters, trouble shooter and LLM backup	Comptroller IC matters
Government Operations Judiciary Post Office & Civil Service	Personnel, logistics security, medical, commo and related matters (FOIA)	DDA
Senate Foreign Relations House International Relations	foreign policy matters, operations (except covert action findings)	DDO
Armed Services Joint Economic Com. Joint Atomic Energy Com. Space Committees	foreign weapons systems, atomic energy develop- ments, space and related areas	DDS&T and DDI
when needed	legislation	backup [] and []
when needed	legislation	backup [] and []

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COMMITTEES

SUBSTANCE

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all around backup
man

hearing bird-dog,
data man,
constituent inquiries,
annual reports,

Personnel
on
applications
Security re
briefings

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